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GRADUATE SCHOOL  
CONTINUING EDUCATION  
FOR THE FEDERAL  
COMMUNITY

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CURRENT SERIAL RECORDS

June 1968

CALENDAR OF EVENTS

July 2

Faculty Luncheon

"Continuing Education Needs of our Society" by C. Brice Ratchford, vice-president of the University of Missouri for Extension.

BEHAVIOR IN ORGANIZATIONS

"The first step to understanding behavior in organizations is the problem of authority. For organizational behavior always centers around the problem of authority and the radiation or lack of radiation of power in organizations."

This was among the opening remarks of the speaker at our June luncheon meeting, Robert A. Smith, III, a management research analyst with the Marshall Space Flight Center, Huntsville, Alabama, a teacher, and author of articles on behavioral science.

"Employees' preoccupation with parental images, heroes, authority figures, religious and cultural archetypes finds focus in reference groups on the job and seriously inhibits innovation and the development of healthy interpersonal relations," Mr. Smith pointed out.

He stated that organizational change involves identifying, categorizing, and relating multiple variables, particularly those interacting variables such as task, people, product, process, and structure. "It is not surprising," he added, "that each of these variables emphasizes a certain type of power distribution and makes the behavioral scientist's 'people-approach' all the more important. Behavioral scientists work with all variables, but concentrate, as change agents, upon people.'

Mr. Smith said that many psychiatrists are beginning to think that it is as important to study healthy individuals and their pattern of success as it is to study sick individuals and their pattern of failure. "I think the same is true of organizations," he said.

"I believe," Mr. Smith said, "that Reza Arasteh states the case rather well: How to help individuals achieve full integration in the adult personality and how to



design fully integrated institutions in which these personalities can operate.

"I define integration as an achievement of unity of effort.

"In the constant forming or mobile integration of the adult personality, the process of individuation is essential and an equal contributor with its opposite, socialization. Individuation is the development of the capacity and ability for the change of individuals by promoting mental health and emotional-intellectual growth. Some might call it emotional-intellectual muscle.

"There are many approaches to helping individuals achieve individuation ... perhaps the most meaningful have resulted from sensitivity or T-group dynamics where the individual ... begins seeing himself in a new light as both an individual and as a social self. He recognizes the interdependency between man and man, subordinate and superior, individual and group, husband and wife, child and parent, and so on.

"But the results (from such therapy) are temporary unless action is undertaken to change the organizational environment so that full and free communications, feedback, and consensual decision-making can take place.

"Dynamic organizations which want to remain ahead will have to select and develop people who have an integrative capacity as a manager, for integration of the individual efforts of employees is the most essential task of a manager.

"An organization," the speaker said, "like the human body, is made up of a system and subsystem structure. The system and the subsystems must operate in consonance with each other. What has happened with increased specialization is that systems and subsystems are not 'in kilter' with each other because subsystems are not organized as part of the system but as autonomous parts in competition with subsystems and the corporate structure itself."

As example, Mr. Smith pointed out that many agencies of the Federal government are dealing with the same big problems -- poverty, human rights, representative democracy, education, health, transportation, but "we only perceive our fragment of the piece and somehow the fragments never get together." A general systems approach to resolving these problems has not been put into effect, he pointed out, even though we are developing many useful tools such as sociometrics, econometrics, and PPBS.

"Behavior in organizations," Mr. Smith said, "must inevitably confront and resolve problems associated with inadequacies in the human character and inadequacies in the climate of the organization. It is a challenge shared by all thinking men."

In conclusion, he quoted Harvey Wheeler: "When goal-setting and planning are submitted to popular processes, social and economic democracy will join political democracy and give an expanded and more positive meaning to both democracy and constitutionalism."

## ASTD AWARDS

The Washington Chapter of the American Society for Training and Development has announced an award program to give recognition for the best paper submitted on the general subject of "Methods of Applying Behavioral Research Findings to Training and Education Programs." Cash awards are: \$250 for first place, \$100 for second and \$50 for third.

To be considered, papers must have been written within the past two years -- no stipulations on length or format are specified. Entries must be submitted before July 1 to: Chairman, Chapter Research Committee

Washington, D.C. Chapter, ASTD - Room 1018  
1319 F Street, N.W. Washington D.C. 20004.

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## FACULTY NOTES

Robert L. Birch, who teaches a Graduate School course in library techniques, has been invited to present a seminar at Union College, Barbourville, Kentucky, on June 17.

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Wesley Piersol, who will teach a Graduate School course in Phenomenological and Existential Psychology this fall, has been invited to present a paper at the 14th International Congress of Philosophy in Vienna in September. She has published a translation of "Sarte: A Theology of the Absurd" by R. Jolivet (Newman Press, 1967).

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Reza Arasteh's latest book, published recently by E. J. Brill is titled, "Creativity in the Life Cycle," Volume I -- An Annotated Bibliography.

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## SUMMER REGISTRATION

Mrs. Constance Coblenz estimates that enrollment in summer evening school is close to 1800.

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## STAFF NEWS

We announce with regret the resignation of Miss Lala Curry, head of our Correspondence Program. Herman E. Valentine is currently serving as Acting Head of the program.

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## BY THE WAY...

We were reminded recently of one of our 'old' students. Vincent T. Micoski first became associated with the Graduate School in 1946. He received a Certified Statement of Accomplishment in Public Administration in 1953 and to date has taken a total of 39 courses with us. Mr. Micoski is now Deputy Director of the Nautical Chart Division of the U.S. Naval Oceanographic Office with many publications to his credit. Our congratulations.



